



**Public Safety Communications  
Advisory Commission (PSCC)  
& Public Safety Interoperable  
Communications (PSIC) Office**

**Arizona Statewide  
Education and Outreach Plan  
Regarding Public Safety  
Communications Interoperability  
2011**

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## EXECUTIVE SUMMARY

The mission of Arizona's Statewide Communications Interoperability Plan (SCIP) is to advance public safety communications interoperability statewide. The goal of SCIP Strategic Initiative 5.8.5.1 is to "create and implement an Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners."<sup>1</sup>

This Statewide Education and Outreach Plan regarding Public Safety Communications Interoperability (the "Plan") was developed to provide outreach and education strategies and resources to advance interoperable communications initiatives that impact Arizona.

Since Arizona consists of some many different jurisdictions at so many different stages of interoperability, no single approach would be appropriate for all jurisdictions. Therefore, the information contained in this document should be tailored to best fit the circumstances and situational needs of stakeholders involved in promoting and improving communications interoperability in each community.

This Plan is presented in six sections:

1. **Introduction:** Background information regarding the creation of the Plan, its purpose, and challenges to outreach activities.
2. **Goals:** Goals supported by the Plan that will strengthen interoperable communication efforts across the State.
3. **Fundamental Messages:** Significant messages about the benefits of achieving interoperable communications which are relevant to any subject that may be referenced during education and outreach endeavors.
4. **Outreach Tactics:** Methods that can be employed by Outreach Partners in collaboration with Outreach Target Audiences.
5. **Targeted Interoperability Topics:** Specific outreach topics which were determined to be of high priority in 2011. Each topic is organized into two parts:
  - Background: Key information about the targeted Interoperability subject area.
  - Supporting Materials: Existing resources are listed for convenient reference.
6. **Next Steps:** Stakeholder responsibilities for continued efforts in support of interoperable communications education and outreach are defined.

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<sup>1</sup> Arizona's 2010 SCIP Strategic Initiatives and Supporting Objectives can be found in Appendix A.

## 1.0 INTRODUCTION

**Background** – In 2010, the Public Safety Interoperable Communications (PSIC) Office began development of a Statewide Education and Outreach Plan in support of interoperable communications. To begin, the PSIC Office, in conjunction with the U.S. Department of Homeland Security (DHS) Office of Emergency Communications (OEC), held an Outreach Session as part of its April 13, 2010 Statewide SCIP Implementation Workshop. Key policy areas briefed during the workshop included:

- Preparing to Prove Compliance with National Emergency Communications Goals
- Meeting the FCC Narrowbanding Requirements
- Arizona's Statewide Interoperability Goals & SCIP Initiatives
- Regional Interoperability Planning
- Key Initiatives including Arizona Interagency Radio System (AIRS), Communication Assets Survey and Mapping Tool (CASM) and Tactical Interoperable Communications Plans (TICPs)

Following the presentations, attendees participated in breakout sessions designed to identify key local stakeholders and priorities for outreach and education opportunities relevant to these key policy areas. The information gathered during the breakout sessions was used as a basis for developing this Plan as well as the in-depth experience of the PSIC Office's outreach team through their statewide education efforts over the last two years.

### Purpose

The stakeholder engagement efforts of the PSIC Office staff are detailed in the PSIC Office Plan, which is available online at: <http://www.azgita.gov/psic/initiatives/default.htm>.

The purpose of this Education and Outreach Plan is to:

- Provide information and resources to emergency response policy makers and practitioners about interoperable communications initiatives and directives that impact the State.
- Describe the roles, responsibilities and opportunities for involvement for PSCC, SIEC, regional partners and all Federal, State, local and tribal agencies/organizations in education and outreach about interoperable communications.
- Encourage participation and give direction to stakeholders for supporting education and outreach activities regarding Arizona's interoperable communications initiatives.

**Challenges** – In a vast State with many remote areas and many critical public safety needs to address, it is difficult for all stakeholders from the public safety community to feel that their voices are heard in regard to interoperable communications initiatives. All stakeholders should be encouraged to support the distribution of information to all areas of the State, communicate barriers facing communities in advancing interoperable communications and promote action to recommend and implement viable solutions.

## 2.0 GOALS

This Plan supports the following goals which are significant to the success of interoperable communication efforts across the State:

- Educate and encourage collaboration among first responder policy makers and practitioners

It is critical to inform, educate and consult with policy makers and practitioners in support of statewide interoperability initiatives and applicable Federal and State initiatives, mandates, requirements, guidelines and efforts related to interoperable communications. It is also critical to foster collaboration among disparate federal, state and local partners.

- Build and sustain statewide interest and involvement in PSCC, SIEC, and their Workgroups  
Increasing awareness of and promoting participation in activities of the Public Safety Communications Advisory Commission (PSCC), the Statewide Interoperability Executive Committee (SIEC) and their Workgroups will result in more effective advancement of Arizona's strategic interoperable communication initiatives and promote collaboration among stakeholders.
- Combine efforts and leverage knowledge and expertise  
Opportunities for involvement in and contributions to interoperability efforts must be actively advocated and supported at all levels for the purpose of combining efforts and leveraging knowledge and expertise of multiple stakeholders for the good of the State as a whole. Partnerships among agencies should be encouraged.
- Engage stakeholders as messengers  
Stakeholders of all types statewide can be messengers regarding the importance of public safety interoperable communications with their constituencies and can solicit feedback from stakeholders that they in turn share with policymakers.
- Inform leadership  
Leadership at all levels (Federal, State, regional, local and tribal) must be aware of why interoperability is essential, what issues and gaps exist across the State and how to move forward to address those issues and close such gaps.

### **3.0 FUNDAMENTAL MESSAGES**

The following are key messages regarding communications interoperability.

- Interoperability saves lives.
- Interoperability should be a significant priority for stakeholders at all levels of government (Federal, State, regional, local and tribal).
- Statewide efforts to improve interoperability are ongoing and defined through initiatives included in Arizona's SCIP (which is updated annually).
- There are many opportunities for involvement in implementation of key SCIP initiatives.
- Stakeholder input and participation in PSCC, SIEC, and their associated Workgroups is critical to advancing interoperability.
- Best practices for enhancing communications interoperability should be propagated throughout Arizona by effective outreach and education of stakeholders.
- Achieving communications interoperability requires planning, education and collaboration.
- By using interoperable communications, emergency response professionals will be able to improve the quality and effectiveness of their incident response, management and operations.

The National Incident Management System (NIMS) Incident Command System (ICS) supports the effective use of interoperable communications

## **4.0 OUTREACH TACTICS**

To accomplish the goals of this Plan, stakeholders must proactively employ tactics that will most effectively communicate fundamental messages and information as follows:

### **Meetings and Gatherings**

Regional or statewide meetings, conferences, workshops, exercises and other collaborative events allow organizers to share information about the benefit of, and the methods that can be used to achieve, interoperable communications. These occurrences must be promoted to appropriate stakeholders in order to encourage attendance and participation. Likewise, attendance from a diverse group is needed to ensure that stakeholders of all disciplines and from various organizations are receiving critical information to support their efforts.

Traveling to communities and meeting with stakeholders (both large and small, urban and rural) is one of the best ways to understand the challenges facing Arizona's diverse jurisdictions in their efforts to advance interoperable communications.

### **Making Personal Contact**

One on one and follow-up meetings with interested parties that may benefit from interoperable communications are also useful tactics for communicating information among stakeholders. Individuals may be also be contacted through telephone calls, in particular to handle preliminary discussions prior to travel to remote areas..

### **Utilizing Electronic Resources**

Electronic tools should be utilized whenever possible to reach large and distant audiences. Electronic contact methods such as email and email distribution lists should be readily employed, and Internet resources—websites, blogs and electronic bulletin boards—should be employed as instruments for distributing information.

The PSIC Website at [www.azgita.gov/psic](http://www.azgita.gov/psic) serves as a resource for reaching interested parties and disseminating data to a host of recipients through electronic means. Important information regarding interoperability matters are posted and continue to be updated regularly. Listed below are samples of the breadth of material on the PSIC Website:

- Arizona's SCIP: <http://www.azgita.gov/psic/initiatives/default.htm>
- Calendars of PSCC/SIEC Meetings: <http://www.azgita.gov/psic/meetings/calendar.htm>
- Meeting Minutes, Presentations & Handouts: <http://www.azgita.gov/psic/meetings/minutes.htm>
- Publications & Reports: <http://www.azgita.gov/psic/library/reports/default.htm>
- Public Events Calendar: <http://www.azgita.gov/psic/meetings/events.htm>
- Training Materials: <http://www.azgita.gov/psic/library/airs/default.htm>

Placement of links to the PSIC Website on partner Websites is highly encouraged.

### **Utilizing Print and Visual Resources**

Education and outreach materials should be produced as appropriate. Examples of physical outreach resources include (but are not limited to):

- Brochures
- Direct mail training materials
- DVDs
- Fact Sheets
- Guides
- Handouts
- Information Packets
- Newsletters
- Promotional Items (i.e. Stickers, Magnets)

## 5.0 STAKEHOLDER ROLES

Outreach Target Audiences include members of Leadership, Technical/Communications Staff, Public Information Officers (PIOs), Responders, and other stakeholders. See Appendix B for a listing of many such key organizations..

Key State level leaders include, but are not limited to:

- Arizona Division of Emergency Management (ADEM), Arizona Department of Emergency and Military Affairs (DEMA)
- Arizona Department of Homeland Security (AZDOHS)<sup>2</sup>
- Arizona Department of Public Safety, Wireless Systems Bureau (DPS-WSB)
- Public Safety Communications Advisory Commission (PSCC) and Committees
- Public Safety Interoperable Communications (PSIC) Office, Government Information Technology Agency (GITA)
- Statewide Interoperability Executive Committee (SIEC) and Working Groups

Local partners in these efforts should provide expertise and guidance to leadership bodies within each county, since they approve policy and operational standards and likely control funding.

To make informed decisions, Leadership bodies must be knowledgeable of the technology, processes and requirements applicable to agencies within their purview. It is critical for members of Leadership and public safety associations to: pass information to jurisdictional constituents (including NGOs and utilities) that will aid in interoperability efforts; concentrate resources and develop standards to ensure adequate participation in and support of such efforts; and provide direction to Technical/Communications Staff and Responders.

Technical/Communications Staff members who control resources during incidents/events and are responsible for engineering and infrastructure should play a role in local and regional preparation and planning efforts, including outreach. Technical/Communications Staff is encouraged to share successful methodologies with others. In partnership with responders, they should provide constructive information to policy makers.

Stakeholders at all levels should pursue educational opportunities regarding interoperable communications practices and technologies to further improve their level of knowledge.

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<sup>2</sup> AZDOHS is Arizona's State Administrative Agency (SAA)

## 6.0 TARGETED INTEROPERABILITY TOPICS

In addition to general outreach regarding Interoperability, including the SCIP and its key strategic initiatives (see Appendix A), Outreach Efforts in 2011 will focus on three key interoperability topics:

1. NECP Goal Two Performance Assessments, CASM and TICPs
2. FCC Narrowbanding Compliance
3. Interoperable Channel (National, Regional, AIRS, etc.) Usage

### 6.1 NECP Goals, CASM and TICPs

#### 6.1.1 Background

##### NECP Goals

- Federal Department of Homeland Security (DHS) is requiring each State to demonstrate compliance with the National Emergency Communications Plan (NECP), which describes national goals and objectives to improve interoperability, operability and continuity of communications across all levels of government.
- NECP has the following three high-level goals:
  - Goal 1: By 2010, 90 percent of all high-risk Urban Areas designated within the Urban Area Security Initiative (UASI) are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies.
  - Goal 2: By 2011, 75 percent of non-UASI jurisdictions are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies.
  - Goal 3: By 2013, 75 percent of all jurisdictions are able to demonstrate response-level emergency communications within three hours of a significant event as outlined in national planning scenarios.
- NECP Goal One Assessments were conducted for Phoenix and Tucson UASIs (Maricopa and Pima Counties, respectively) in 2010.
- The remaining thirteen Arizona Counties (that are Non-UASI jurisdictions) are required to demonstrate Goal Two performance in 2011. They will be assessed using the same criteria as the NECP Goal One assessments, which includes the use of plain language and NIMS compliant policies and procedures.

##### CASM

- The Communication Assets Survey and Mapping (CASM) Tool is provided by the U.S. Department of Homeland Security (DHS) Office of Emergency Communications (OEC) through the Interoperable Technical Assistance Program (ICTAP).
- CASM is a web-based tool to support interoperable communications analysis. The CASM Tool is intended to provide a single repository for information about land mobile radio systems, interoperability methods and how they are used by public safety agencies within a state or urban area to facilitate information sharing for inter-agency interoperability analysis, gap analysis and needs evaluation purposes.
- When populated, CASM is capable of generating communication assets inventory assessment at the agency, region or statewide level. In addition, ICS Form 217a (Communications Resource

Availability Worksheet) and elements of a Tactical Interoperability Communication Plan (TICP)—specifically Sections 1, 3, and 5 and Appendices B through E—can be generated from the data entered into CASM.

- For CASM to be effective, agencies must collect and input accurate and specific data. Promoting the use of CASM will prove fundamental in efforts by jurisdictions to demonstrate response level emergency communications as required by the NECP.

#### **TICPs**

- A Tactical Interoperable Communications Plan (TICP) is intended to document the interoperable communications resources available within a designated area and define how resources are controlled and shared according to existing rules of use or operational procedures for the activation and deactivation of each resource.
- A TICP template is available from OEC's SAFECOM Program and can be found at: <http://www.safecomprogram.gov/SAFECOM/oecguidancedocuments/>
- TICPs enable:
  - Understanding of the level of interoperability between agencies/regions
  - Identification of interoperability gaps
  - Information with which to create Investment Justifications and Funding Requests
  - Development of plans to close gaps and improve interoperability

#### **6.1.2 Supporting Materials**

- The Public Safety Communications Advisory Commission (PSCC) approved the "Arizona Approach for Assessing Non-UASI Counties Progress toward Meeting NECP Goal Two Methodology" ("Arizona's Goal Two Methodology") on July 20, 2010. This Methodology covers the two areas specifically measured by NECP Goal Two: (1) Capability Data and (2) Performance Data. Arizona's Goal Two Methodology is online at: [http://www.azgita.gov/psic/library/necp/NECP\\_goal2\\_arizona\\_approach\\_07202010.pdf](http://www.azgita.gov/psic/library/necp/NECP_goal2_arizona_approach_07202010.pdf)
- PSCC approved "Arizona's NECP Goal Two Performance Assessment Guide" ("Performance Assessment Guide") on November 16, 2010 to help Counties prepare for their Goal Two Performance Assessments. The Performance Assessment Guide supplements Arizona's Goal Two Methodology and was developed based on experience with NECP Goal One Assessments and is online at: [http://www.azgita.gov/psic/library/necp/NECP\\_Goal2\\_Performance\\_Guide\\_Approved\\_11162010.pdf](http://www.azgita.gov/psic/library/necp/NECP_Goal2_Performance_Guide_Approved_11162010.pdf).
- Additional Information regarding NECP goals is featured on the PSIC Website at: <http://www.azgita.gov/psic/library/necp/>.
- The NECP Goal Two Performance Assessment Guide requires the completion and submission of CASM spreadsheets (available online at <http://www.azgita.gov/psic/CASM>) by all non-UASI Counties 30 days prior to their event to be assessed. The spreadsheets must include information in each of the areas specified below:
  - Agency Template
  - POC Template
  - Channel Template

- RBS Template
- Dispatch Template
- Tower Template
- Talkgroup Template
- Radio Cache Template
- PSIC will import this data into CASM and generate an ICS-217a as well as Section 3 and Appendixes A-E of a Tactical Interoperability Communications Plan (TICP) for the region.
- Use of CASM is included in Arizona's SCIP Strategic Objective 5.8.1.1, Objective 2. CASM related information is online at: <http://www.azgita.gov/psic/library/casm/default.htm>.
- Additional information about TICPs is online at: [http://www.safecomprogram.gov/SAFECON/library/interoperabilitybasics/1510\\_stateregionurbanarea.htm](http://www.safecomprogram.gov/SAFECON/library/interoperabilitybasics/1510_stateregionurbanarea.htm).

## **6.2 FCC Narrowbanding Compliance**

### **6.2.1 Background**

- The Federal Communications Commission (FCC) requires that all Part 90 VHF (150-174 MHz) and UHF (421-512 MHz) Private Land Mobile Radio (PLMR) system licensees must convert from what has been known as "wide-band" (25 KHz) operation to "narrow-band" (12.5 KHz or equivalent) operation by January 1, 2013. In addition, equipment will need to operate on bandwidths of 6.25 kHz or less in the future. (Currently no dead-line is set).
- The FCC has indicated it will NOT extend the deadline. Waivers will be reviewed, if requested, but they will also be carefully scrutinized. The penalties that may result from non-compliance are being determined by the FCC. Agencies that do not comply may lose communications abilities.
- As of January 1, 2011, no new systems will be licensed to use Wide Bandwidth. Additionally, no existing systems using Wide Bandwidth will be allowed to expand, and the manufacture or import of 25 kHz equipment is prohibited.
- The cost of narrowbanding may seem prohibitive, but compliance is required by the FCC. Although few budget cycles remain, there are some grant programs that allow funding for this objective.
- Agencies will be responsible for preparation and compliance with narrowbanding mandates and should be well into the process of Implementation Planning:
  - Radios must be inventoried to determine what needs to be upgraded or replaced.
  - Infrastructure including repeaters, base stations, satellite voting receivers and comparators and paging transmitters must also be inventoried to ensure narrowband capability.
  - Purchases must be planned to allow for system reconfiguration and upgrades, as well as unintended risks and delays.
  - Partners should be contacted to determine appropriate scheduling for reprogramming to maintain interoperability.
  - Site engineering should be reviewed for adequate signal coverage, simulcast holes, fringe and in-building coverage.

### **6.2.2 Supporting Materials**

- A narrowbanding overview, countdown and resources are featured on the PSIC Website: <http://www.azgita.gov/psic/narrowbanding/>. Resources include:
  - FCC Narrowbanding Mandate: A Public Safety Guide for Compliance – The International Association of Fire Chiefs (IAFC) and the International Municipal Signal Association (IMSA) created a brochure to provide guidance to public safety entities on narrowbanding requirements.
  - Narrowbanding 101 Article – Developed by the National Public Safety Telecommunications Council (NPSTC), SAFECOM and National Council of Statewide Interoperability Coordinators (NCSWIC) Narrowband Work Group for public safety officials, the article provides an overview of the FCC Narrowbanding requirements, how to prepare for narrowbanding, and additional information resources.
  - January 26, 2011 VHF/UHF Narrowbanding workshop archive video – The Public Safety and Homeland Security Bureau of the FCC conducted a workshop to assist licensees in completing the transition to narrowband radio communications. Information regarding the Narrowbanding transition path is presented, as well as input from federal agencies, equipment manufacturers, and public safety organizations to help ensure timely compliance with the deadline.
- The FCC has published a new online tool, which visually displays the current narrowband license status by state: [http://publicsafetytools.info/start\\_nb\\_status.php](http://publicsafetytools.info/start_nb_status.php).
- Narrowbanding information was collected as part of the Communications portion of the Target Capabilities Assessment (TCA). The PSIC Office will summarize the narrowbanding status of Arizona counties as part of the SCIP 2011 Annual Update.

## **6.3 Interoperable Channel (National, Regional, AIRS, etc.) Usage**

### **6.3.1 Background**

#### **Priority Programming Guides/Interoperable Channels Plan**

- The SIEC approved Arizona's Priority Programming Guides on October 19, 2010 to standardize and increase interoperable communications throughout the state in the VHF, UHF, 700 and 800 MHz bands.
- It is suggested that each agency incorporate these channels into their channel plan the next time their radios are programmed, but no later than the initial narrowbanding deadline of January 1, 2013.
- The SIEC approved an Interoperable Channels Plan on February 15, 2011 to accompany the Priority Programming Guides.

#### **AIRS**

- AIRS is a suite of cross-banded mutual aid channels designed to provide basic interoperable communications capability to Arizona public safety agencies. The AIRS system operates on locally designated interoperability frequencies in the VHF, UHF and 800 MHz bands and connects users on disparate radio systems and bands in the event of multi-agency, multi-discipline, and/or multi-jurisdictional operations.

- In order to use AIRS, an agency must sign a Memorandum of Understanding (MOU) with the Arizona department of Public Safety.
- The PSIC Office developed the AIRS training program with a grant from Federal Department of Homeland Security. AIRS training is endorsed by the Arizona Office of Homeland Security, the Arizona Department of Public Safety and Arizona's Public Safety Communications Advisory Commission.
- AIRS training tools include instruction on:
  - When AIRS is to be used
  - How to select the right channel
  - Understanding of plain English requirement
  - Understanding of requirement to use agency affiliation and title
  - System's known limitations
  - The regional monitoring and dispatching capabilities.
  - Who to notify in their agency if there is a problem
- Agencies should actively encourage the use of AIRS for interoperability in situations involving multiple agencies and/or jurisdictions.

### **6.3.2 Supporting Materials**

- The Arizona Statewide Interoperable Channel Plan Priority Programming Guides are online at: <http://www.azgita.gov/psic/initiatives/sop/default.htm>.
- The Interoperable Channels Plan is online at: <http://www.azgita.gov/psic/library/standards/default.htm>.
- AIRS Training Program information is online at: <http://www.azgita.gov/psic/library/airs/default.htm>.
- AIRS Training materials may also be requested from the PSIC Office by emailing [psic@azgita.gov](mailto:psic@azgita.gov). The materials include:
  - AIRS Training Video in DVD Format (produced in cooperation with the Phoenix Fire Department)
  - AIRS Usage Lesson Plan
  - AIRS Training Presentation
  - AIRS National Interoperability Field Operations Guide (NIFOG) Stickers
- The AIRS MOU is online at: [http://www.azgita.gov/psic/library/airs/AIRS\\_MOU.pdf](http://www.azgita.gov/psic/library/airs/AIRS_MOU.pdf).

## **7.0 NEXT STEPS**

It is the aim of this Plan that stakeholders in all areas of public safety will combine efforts, leverage their expertise, share success stories and work in partnership to move the State forward in achieving communications interoperability.

As stakeholders continue their outreach and education efforts in support of interoperable communications we hope they will provide feedback regarding the effectiveness of our fundamental messages, topical information and supporting materials as presented in this Plan. Stakeholders are encouraged to provide feedback, concerns and success stories to PSCC, SIEC and the PSIC Office at [psic@azgita.gov](mailto:psic@azgita.gov).

Annual reviews of this Plan will be conducted by PSIC to determine if efforts are consistent with SCIP Initiatives and identified priorities, and updates will be made as determined necessary during that annual review process.

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## APPENDIX A

### AZ 2010 Statewide Communications Interoperability Plan (SCIP) Strategic Initiatives & Supporting Objectives

|                      | ID | SCIP Section | Strategic Initiative & Objectives  | Priority | Term              | Lead              |
|----------------------|----|--------------|--|----------|-------------------|-------------------|
| Governance           | 1  | 5.8.1.1      | <b>Expand &amp; Implement Interoperable Communications Governance Model &amp; Plan</b><br>1) Conduct an annual review and update the SCIP as needed<br>2) Develop TICPs and expand the utilization of CASM (2011)<br>3) Strengthen the SIEC (2009).  | High     | Short (2010/2011) | PSIC Office       |
|                      | 2  | 5.8.1.2      | <b>Develop Long-term Plan for Statewide Interoperability for Voice and Data</b><br>1) Develop a Long-term Plan for Statewide Interoperability for Voice (2011)<br>2) Develop a Long-term Plan for Statewide Interoperability for Data (2011).  | Medium   | Short (2011)      | PSIC Office       |
|                      | 3  | 5.8.1.3      | <b>Develop and Implement Long-term Funding and Sustainability Strategy for Interoperable Communications</b><br>1) Identify known local, state, tribal, federal and/or private funding streams that could be used to support interoperability<br>2) Identify existing and projected interoperability projects in need of implementation and sustainment funding; determine funding requirements for each project<br>3) Develop a statewide long-term interoperable communications funding plan.   | Medium   | Short (2011)      | PSIC Office       |
| SOPs                 | 4  | 5.8.2.1      | <b>Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions</b><br>1) Develop a statewide interoperable communications PSP Framework<br>2) Develop consistent interoperable communications SOPs and SOP templates<br>3) Implement developed SOPs statewide.   | High     | Short (2011)      | PSIC Office       |
| Technology           | 5  | 5.8.3.1      | <b>Complete AIRS by Deploying Remaining AIRS Suites</b><br>1) Provide AIRS coverage for each of the 15 Arizona counties.   | High     | Short (2011)      | DPS/WSB           |
|                      | 6  | 5.8.3.2      | <b>Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications</b><br>1) Encourage partnerships in regional shared systems<br>2) Support the development of new regional shared systems<br>3) Provide enhancements to existing regional shared systems<br>4) Develop interoperability connections between regional shared systems.   | High     | Long              | Regional Partners |
|                      | 7  | 5.8.3.3      | <b>Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology</b><br>1) Complete the Microwave Southern Loop Connectivity (2010)<br>2) Complete the Microwave Western Loop Connectivity (subject to funding availability)<br>3) Complete the Microwave Northern Loop Connectivity (subject to funding availability).  | High     | Long (2017)       | DPS/WSB           |
|                      | 8  | 5.8.3.4      | <b>Implement the State STR</b><br>1) Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster<br>2) Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure<br>3) Augment COG capabilities by providing a reserve of communications assets to government officials.  | High     | Short (2010)      | ADEM              |
|                      | 9  | 5.8.3.5      | <b>Upgrade Operable Communication Systems for State Agencies In Support of Interoperable Communications</b><br>1) Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability<br>2) Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications<br>3) Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications.   | High     | Long              | DPS/WSB           |
| Training & Exercises | 10 | 5.8.4.1      | <b>Develop and Implement a Training Plan to Address Interoperable Communications</b><br>1) Develop regional multi-year communications-focused T&EPs<br>2) Develop a statewide multi-year communications-focused T&EP<br>3) Develop and implement AIRS training statewide<br>4) Implement a COML Training Program and determine a credentialing protocol<br>5) Implement a COMT Training Program and determine a credentialing protocol.  | Medium   | Short (2011)      | PSIC Office       |
|                      | 11 | 5.8.4.2      | <b>Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications</b><br>1) Develop regional multi-year communications-focused T&EPs<br>2) Develop a statewide multi-year communications-focused T&EP.  | Medium   | Short (2012)      | PSIC Office       |
| Usage & Outreach     | 12 | 5.8.5.1      | <b>Create and Implement an Education and Outreach Plan in Support of Interoperable Communications</b><br>1) Develop a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners.<br>2) Actively encourage and coordinate collaborative efforts to identify and address local, regional, tribal, and state barriers to advancing interoperability solutions and usage<br>3) Travel to regions where interoperable communications are needed and conduct group and one-on-one meetings to understand first hand the challenges facing public safety and service agencies/organizations in advancing interoperable communications, and support stakeholders as they address these challenges<br>4) Develop resources for interoperable communications to showcase success stories from across Arizona<br>5) Develop partnerships with agency public information officers, communication managers, regional communication centers and emergency managers. | Medium   | Short (2010)      | PSIC Office       |

## APPENDIX B – OUTREACH TARGET AUDIENCES

### Federal

Bureau of Indian Affairs (BIA)  
Bureau of Land Management (BLM)  
Congressional Leaders  
Federal Communications Commission (FCC)  
Federal Department of Homeland Security (DHS)  
Federal Emergency Management Agency (FEMA)  
Federal Law Enforcement Agencies (ATF, FBI, USMS, USPS, etc.)  
National Guard Association (NGA)  
National Park Service (NPS)  
National Telecommunications and Information Administration (NTIA)  
Office of Emergency Communications (OEC)  
U.S. Forest Service

### State

Arizona Department of Corrections  
Arizona Department of Health Services (ADHS)  
Arizona Department of Homeland Security  
Arizona Department of Public Safety  
Arizona Department of Transportation (ADOT)  
Arizona Division of Emergency Management (ADEM)  
Arizona Legislature  
Governor's Office  
Grant Offices  
Public Safety Communications Advisory Commission (PSCC) and Committees  
State Land Department  
State Agency Directors  
Statewide Interoperability Executive Committee (SIEC) and Working Groups

### Regional

Phoenix UASI  
Regional Emergency Communications Coordination Working Group (RECCWG)  
Regional Advisory Councils (RACs): Central, East, North, South, West  
Regional Emergency Medical Services Councils (AEMS, NAEMS, SAEMS, WACEMS)  
Regional System Administrators (PCWIN, RWC, TOPAZ, YRCS)  
Southeast Arizona Emergency Medical Services (SAEMS) Council  
Southwest Border Working Group  
Tucson UASI

### Local/Tribal

City Council Members  
City Council Staff  
City Managers  
County Board of Supervisors  
County Emergency Managers  
County Managers  
Fire Boards  
Fire Chiefs and Marshalls  
General Service Departments  
Grant Offices  
Mayors  
Municipal Department Heads  
School Boards  
School Districts  
Transportation Departments  
Tribal Councils

### Associations

Arizona Ambulance Association  
Chiefs' Associations (Police and Fire)  
Fire District Associations  
League of AZ Cities and Towns  
Local Emergency Planning Committees (LEPCs)  
National Council of Statewide Interoperability Coordinators (NCSWIC)  
National Public Safety Telecommunications Council (NPSTC)  
State Association of Public-Safety Communications Officials (APCO)  
State National Emergency Number Association (NENA)

### Technical/Communications Staff

Communications Center (9-1-1) Supervisors and Staff  
Agency Technical/Communication Staff  
Communications Unit Leaders (COMLs)  
Communications Center Managers  
Communications Center Staff  
Communications Equipment Vendors  
Engineering Staff  
Local Communication Agencies  
Public Safety Answering Point (PSAP) Supervisors and Staff  
Radio Communication Departments  
Radio Technical Support Departments and Technicians  
Technical Communications Personnel

### Responders

Arizona Life Safety Council  
Bus Drivers – School and Other  
Citizen Fire Academy Graduates  
Citizen Police Academy Associate Members  
Emergency Medical Services (EMS) Supervisors, Officers, Dispatchers  
Fire Departments (Supervisors, Officers, Dispatchers)  
Fire Districts  
Hospitals  
Incident Management Teams  
K-9 Teams  
Non Governmental Organizations (NGOs) with a Public Safety Mission  
Police/Law Enforcement (Supervisors, Officers, Dispatchers)  
Private Ambulance Companies  
Public Service Agencies  
Public Works  
Utilities (APS, SRP, Water)

### Public Information Officers (PIOs)

City PIOs  
City Website Administrators  
County PIOs  
Governor's Office PIO  
Local Television Media  
Local Radio Stations  
State Agency PIOs  
Public  
Tribal PIOs

### Other

Arizona Public Service (APS)  
Civic Groups  
Critical Infrastructure Providers (Water and Electric)  
Grant Writers  
Military  
Public Schools  
Rotary/Kiwanis/Chambers of Commerce  
Transportation Companies